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22 Jan 2004

BUPERS INSTRUCTION 1611.16

From: Chief of Naval Personnel
To: All Ships and Stations (less Marine Corps field
addressees not having Navy personnel attached)

Subj: FLAG OFFICER PERFORMANCE ASSESSMENT REPORTS

Encl: (1) Flag Officer Performance Assessment Report Manual
(2) O-7/O-8 Worksheet and Performance Assessment
(3) O-9 Worksheet and Performance Assessment

1. Purpose. To provide guidance for completion of flag officer performance assessment reports.

2. Cancellation. This instruction supersedes any and all references concerning Flag Officer Fitness Reports found in BUPERSINST 1610.10. NAVPERS 1611/2 (Rev. 05-02), Report on the Fitness of flag Officers and Flag Selectees.

3. Information. Enclosure (1) introduces a new performance assessment system for flag officers. A "flag officer" is defined as any officer in the Navy (regular and reserve) serving in the grade of Admiral (O-10), Vice Admiral (O-9), Rear Admiral (O-8) or Rear Admiral (Lower Half) (O-7). The manual provides the requirements for submitting reports. Organization of the manual and a brief summary of the chapters are provided in the introduction. Enclosures (2) and (3) are provided as sample Assessments.

4. Significant Changes. The following are the policy changes made by the new system:

a. Forms

(1) Use NAVPERS 1611/2-1 (6-03), Performance Assessment of a flag Officer - Rear Admiral (Lower Half) (O-7) and Rear Admiral (O-8) (including selectees), for reports ending on or after 31 January 2004 for all Rear Admirals (O-8), Rear Admirals (Lower Half) (O-7), and Captains (O-6) selected for Rear Admiral (Lower Half).

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(2) Use NAVPERS 1611/2-2 (06-03), Performance Assessment of a Flag Officer - Vice Admiral (O-9), for reports ending on or after 31 January 2004 for all Vice Admirals (O-9).

b. Reporting Senior/Reviewing Authority. Each flag officer is assigned a Reporting Senior. O-7s and O-8s also have a Reviewing Authority. O-9 reports are sent to the Vice Chief of Naval Operations (VCNO) and Chief of Naval Operations (CNO) for review.

c. Semi-Annual Reports. Reports are required twice a year for O-7s and O-8s.

d. Annual Reports. Reports are required annually for O-9s.

e. Report Due Dates. Effective 1 January 2004, O-7 through O-9 reports are due 31 July; additionally, O-7 and O-8 reports are due 31 January.

f. Detachment of Reporting Senior/Detachment of Individual Reports. These reports are no longer required. Each flag officer below O-10 will receive a report annually or semi-annually (depending on rank, as indicated in paragraphs 4c-4e).

g. Grading Scale. The report uses a 5.0 grading scale for performance and potential dimension marks.

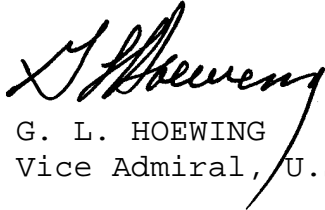
h. Submission Requirements. All reports will be submitted electronically, except for classified reports. Electronic signatures shall be utilized once the Flag Performance Assessment Reports are web-based. Until that time, the locking of reports by the reporting senior, reviewing authority, VCNO, and CNO when applicable constitute adequate verification of the report. Furthermore, until Flag Performance Assessment Reports are web-based, the officers evaluated shall submit an e-mail with the report acknowledging the report and indicating whether they intend to submit a statement.

5. Change Recommendations. Performance assessment policies, procedures, and requirements may be modified only by change to this instruction. Submit recommendations to Bureau of Naval Personnel (BUPERS), Flag Officer Management and Distribution (PERS-00F).

6. Reports and Forms

a. The reporting requirements contained in this instruction are exempt from Reports Control per SECNAVINST 5214.2B.

b. NAVPERS 1611/2-1 (06-03), Performance Assessment of a Flag Officer- Rear Admiral (lower half) (O-7) and Rear Admiral (O-8) (including selectees), and NAVPERS 1611/2-2 (06-03), Performance Assessment of a Flag Officer, Vice Admiral (O-9) are available at www.bupers.navy.mil/pers00f.



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Vice Admiral, U.S. Navy

Distribution:
SNDL Parts 1 and 2
Secretary of Defense
Secretary of the Army
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FLAG OFFICER PERFORMANCE ASSESSMENT REPORT

FLAG PERFORMANCE ASSESSMENT REPORT MANUAL
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INTRODUCTION

1. Requirement for Flag Performance Assessment Reports. U.S. Navy Regulations, 1990, article 1129, requires that records be maintained on naval personnel "which reflect their fitness for the service and performance of duties." Accordingly, the Flag Performance Assessment Report evaluates O-7s (including selectees) through O-9s. This report is to be used as a tool to assess both performance and future potential, as well as provide a tool to aid in developing the rated officer. Reserve officers are also evaluated using this report, and are included in the ranking with the regular officers. O-7/O-8 reports are due semiannually on 31 January and 31 July; O-9 reports are due annually on 31 July. Once complete, reports are compiled and forwarded to VCNO and CNO for review.

2. Organization of this Manual. This manual consists of a brief introduction and a series of chapters. Chapter 1 is the basic user's guide, and includes block-by-block instructions, entry tables, and examples. Much of the information in chapter 1 is available as "help screens" in the Flag Performance Assessment Reports (FPARS) program. The other chapters provide additional instructions to be used as needed for particular aspects of the evaluation and counseling system. The chapters are as follows:

- a. Chapter 1 - Basic Guide for Completing and Processing Reports.
- b. Chapter 2 - Guidance for Grading.
- c. Chapter 3 - Guidance for Comments.
- d. Chapter 4 - Software Instructions.

3. Adverse Matter. U.S. Navy Regulations, 1990, article 1122, and Naval Military Personnel Manual (MILPERSMAN) article 1070-100, require that an assessment containing adverse matter be referred to the member for a statement before it is placed in the official record. A member who does not wish to make a statement must so state in writing. This referral is normally accomplished when the report is presented to the member for signature. While not an all-inclusive definition, Chief of Naval Personnel (CHNAVPERS) will consider a report adverse if it contains a dimension grade of 1.0; a decline in performance within the same paygrade; or

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contains comments indicating serious weakness, incapacity, or lack of qualifications for promotion or assignment. A report will not be considered adverse solely because it may make the member less competitive than another for promotion or assignment.

4. Review, Change, or Endorsement of Reports.

a. The contents of a performance assessment are the responsibility of the reporting senior and reviewing authority who sign it, and are not subject to change by other persons within or outside the chain of command, except as provided in this manual.

b. Errors in the following data fields may be corrected by BUPERS, Flag Officer Management and Distribution (PERS-00F) during the review process or after reports are complete and submitted:

(1) Block 1 - Name (limited to corrections of obvious spelling errors and addition of middle initial or suffix).

(2) Block 2 - Grade.

(3) Block 3 - designator.

(4) Block 4 - SSN.

(5) Block 5 - UIC.

(6) Block 13 - Reporting Senior (limited to corrections of spelling errors, paygrade, service, and SSN).

(7) Block 14e - Name, Grade, and Designator of Review Authority.

5. Copies, Logs, and Records. Performance assessments are subject to the Privacy Act of 1974. The following rules apply:

a. Worksheets and Drafts. Reporting seniors and reviewing authorities may keep notes for their personal use as memory aids, provided these materials are safeguarded to prevent unauthorized disclosure and are not circulated to anyone else. Report drafts shall be destroyed when the finished report is signed.

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b. Evaluations. Reporting seniors should retain electronic copies of assessments for at least 5 years, and shall provide additional copies to the individual reported on if requested, but shall not give or show these reports to their successors or any other unauthorized person. These reports shall not be retained in command records, but the command shall maintain a log of performance assessments submitted and periods covered.

CHAPTER 1
BASIC GUIDE FOR COMPLETING AND PROCESSING REPORTS

1-1 PURPOSE. This chapter provides the basic information needed to fill in and process Flag Performance Assessments. It assumes that reporting seniors are submitting reports on proper occasions, and that they understand all relevant policies contained elsewhere in this manual.

1-2 PREPARATION. BUPERS maintains the program used to create the assessment. The program contains help screens, automatically calculates performance and potential grades, and provides electronic signature capability.

1-3 INSTRUCTIONS FOR SPECIFIC BLOCKS

BLOCK 1 NAME - Enter the member's last name, first name, middle initial, and suffix, if any, separated by spaces. If the member has no middle name or initial, enter NMN.

BLOCK 2 GRADE - Enter the abbreviated grade of the member, including selectees (e.g., enter RDML (SEL) for an O-7 select).

BLOCK 3 DESIGNATOR - Enter the four-digit officer designator.

BLOCK 4 SSN - Enter the member's social security number. Hyphens are automatically entered after the third and fifth digits.

BLOCK 5 UIC - Enter member's UIC for the duty station where they are assigned. For activities without an assigned UIC, enter five zeros.

BLOCK 6 DUTY STATION - Enter the abbreviated name of the activity to which the member is assigned at the end of the reporting period. Do not spell letters and numbers (e.g., use A instead of ALFA, 1 instead of ONE). For members assigned to civilian/foreign activities, enter the civilian or foreign activity, not the administrative commander's activity.

BLOCK 7 DATE REPORTED - Enter the date the member reported to the command named in block 6 in MM/DD/YYYY format. Example 07/15/2003.

BLOCK 8 PERIOD OF REPORT - Enter the dates for the period of the report in MM/DD/YYYY format.

BLOCK 9 DUTIES ASSIGNED - List the duty titles in the following order: most significant primary duty; other primary duties; collateral duties.

BLOCK 10 RATINGS - Fill out the worksheet, assigning a grade on a 1 to 5 scale, for each of the 40 Professional Performance Dimensions and the 20 Potential Dimensions. Enter "N/A" if the dimension is not applicable. The grades and the rank for each of the Performance and Potential Dimensions are automatically transferred to the Performance Assessment Form. If two rating areas are assigned the same ranking, either change the grades in the individual dimensions or manually change the rankings. Below each dimension, comment on the individual's performance. Use non-narrative, specific comments.

BLOCK 11 REPORTING SENIOR'S ASSESSMENT OF POTENTIAL

a. SHORT TERM (0-2 YEARS) - Comment on individuals potential in their current assignment and any assignments planned within the next 2 years.

b. LONG TERM - Comment on the individual's long-term potential, i.e. future assignments.

c. RANKING AMONG PEERS WITH THE SAME REPORTING SENIOR

(1) Rank all O-7s (including selects) with the same Reporting Senior against each other, regardless of designator.

(2) Rank all O-8s (including selects) with the same Reporting Senior against each other, regardless of designator.

(3) For Flag Officers serving in joint positions, rankings should indicate both ranking among Navy peers and ranking among peers in all services.

(4) Format for ranking should be # of #.

d. RECOMMENDATION FOR PROMOTION/ASSIGNMENT - Self-explanatory.

BLOCK 12 DEVELOPMENT

a. NEEDS - Comment on what specific needs individuals have (i.e., types of assignments, further education, etc.) to ensure their continued success. For example, "Navy media training" or "financial management assignment" could be listed in this section.

b. PLAN - Comment on the plan of action that has been established to meet the individual's needs.

BLOCK 13 REPORTING SENIOR - Enter first name, middle initial, and last name of Reporting Senior. Then enter the paygrade, service, SSN, and title. When signing, click the sign button to have an electronic signature entered. This action is FINAL and cannot be undone.

BLOCK 14 FLAG ASSESSMENT REVIEW AUTHORITY (O-7 and O-8 only)

a. STRENGTHS/WEAKNESSES NOT ADDRESSED BY REPORTING SENIOR - Comment on any additional strengths and weaknesses not addressed by the Reporting Senior. Comments in this section are not mandatory.

b. COMMENT ON POTENTIAL - Comment on short term and long term potential for the individual being evaluated.

c. RECOMMENDATION FOR PROMOTION/ASSIGNMENT - Self-explanatory.

d. EXTENT OF OBSERVATION - The Reviewing Authorities will comment on how closely they observed the individual being evaluated (i.e., Close, Frequent, Infrequent).

e. NAME, GRADE, DESIGNATOR, AND TITLE - Enter first name, middle initial, and last name of Reviewing Authority. Then enter the paygrade, service, SSN, and title.

f. SIGNATURE AND DATE - Reviewing authority sign and date. When signing, click the sign button to have an electronic signature entered. This action is FINAL and cannot be undone.

BLOCK 15 OFFICER EVALUATED (A-C)

a. SUBMISSION OF STATEMENT - Members may submit a statement on any report, whether or not the reporting senior considers it adverse. If members desire to submit a statement, they shall mark the box labeled "I intend to submit a statement" in block 15a. The Reporting Senior will provide members with reasonable clerical support and access to records. Members shall provide the statement to the reporting senior within 10 days after seeing the report. The reporting senior may allow a short extension, but the report must be submitted in time for any selection board for which members may be eligible.

b. DECLINATION TO SUBMIT STATEMENT - A member who does not wish to make a statement concerning adverse matter must decline in writing. This is normally accomplished by marking the box labeled "I do not intend to submit a statement" in block 15b. The signature does not imply agreement with the report, but merely acknowledges that the member has seen the report and has decided not to exercise the right to submit a statement. A statement may be submitted within 6 months after the report ending date. A member who fails to sign an adverse report after being given an opportunity to do so, or fails to submit a statement within a reasonable time after indicating the intent to do so, will be presumed to have declined to submit a statement.

c. SIGNATURE - After reviewing the report, members will check the box indicating intention to submit or not to submit a statement, and electronically sign and date the report. The member's signature does not imply agreement with the report, but merely certifies that the members have seen the report and understands their right to submit a statement. Click the sign button to have an electronic signature entered. This action is FINAL and cannot be undone.

BLOCK 16 VCNO/CNO REVIEW - VCNO and CNO sign and date. When signing, click the sign button to have an electronic signature entered. This action is FINAL and cannot be undone

1-4. VICE ADMIRAL (O-9) INSTRUCTIONS

BLOCKS 1-10 - The Performance and Potential Dimensions grading criteria are the same as for O-7 and O-8s.

BLOCK 11 REPORTING SENIOR'S ASSESSMENT OF POTENTIAL

a. POTENTIAL - Comment on the member's potential for future assignments and promotion.

b. RECOMMENDATION FOR PROMOTION/ASSIGNMENT - Self-explanatory.

BLOCK 12 DEVELOPMENT

a. NEEDS - Comment on what specific needs individuals have (i.e., types of assignments, further education, etc.) to ensure their continued success.

b. PLAN - Comment on the plan of action that has been established to meet the individual's needs.

BLOCK 13 REPORTING SENIOR - Same as O-7 and O-8 report.

BLOCK 14 VCNO

a. STRENGTHS/WEAKNESSES NOT ADDRESSED BY REPORTING SENIOR - Comment on any additional strengths and weaknesses not addressed by the Reporting Senior (not applicable if VCNO is reporting senior). Comments in this section are not mandatory.

b. RECOMMENDATION FOR PROMOTION/ASSIGNMENT - Self-explanatory.

c. RELATIVE STANDING AMONG O-9S - Rank the individual against all Navy O-9s being evaluated (e.g., "number 2 of 30 O-9s").

d. SIGNATURE AND DATE - Electronically sign and date the report. When signing, click the sign button to have an electronic signature entered. This action is FINAL and cannot be undone.

BLOCK 15 CNO

a. STRENGTHS/WEAKNESSES NOT ADDRESSED BY REPORTING SENIOR - Comment on any additional strengths and weaknesses not addressed by the Reporting Senior. Comments in this section are not mandatory.

b. RECOMMENDATION FOR PROMOTION/ASSIGNMENT - Self-explanatory.

c. RELATIVE STANDING AMONG O-9S - Rank the individual against all Navy O-9s being evaluated (e.g., "number 2 of 30 O-9s").

d. SIGNATURE AND DATE - Electronically sign and date the report. When signing, click the sign button to have an electronic signature entered. This action is FINAL and cannot be undone.

BLOCK 16 OFFICER EVALUATED - Same as O-7/O-8 reports.

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1-5. TIMELINE FOR SUBMISSION

O-7/O-8						
Assessment Period	Due to Review Authority NLT	Due to PERS-00F for Review NLT	Evaluated Officer Review	Due to PERS-00F NLT	VCNO/CNO Review	Arrival at NAVPERSCOM for Record Entry NLT
1 Aug- 31 Jan	28 Feb	31 Mar	10 days	15 Apr	Approx 2 weeks	15 May
1 Feb- 31 Jul	31 Aug	30 Sep	10 days	15 Oct	Approx 2 weeks	15 Nov

O-9					
Assessment Period	Due to PERS-00F NLT	VCNO/CNO Review	Evaluated Officer Review	Due to PERS-00F NLT	Arrival at NAVPERSCOM for Record Entry NLT
1 Aug- 31 Jul	15 Sep	Approx 2 weeks	10 days	15 Oct	15 Nov

CHAPTER 2
PROFESSIONAL PERFORMANCE DIMENSIONS

2-1. Purpose. This chapter provides the information needed to assign grades to each of the Professional Performance and Potential Dimensions in section 10 of NAVPERS 1611/2. It provides a detailed description of each dimension and the type of grade assigned (averaged or rated).

2-2. INSTRUCTIONS FOR SPECIFIC BLOCKS

a. PROFESSIONAL PERFORMANCE

(1) Mission Accomplishment (averaged score) -

Accomplishing the mission even under difficult conditions or when obstacles present serious difficulties; conceptualizing and then communicating a vision that reflects Navy's strategic goals and ensures an implementation plan is developed that aligns organizational activities to the mission; inspiring subordinates and peers to drive toward mission execution; identifying means and methods to improve processes and fostering an atmosphere that facilitates positive change; holding self and subordinates accountable, commensurate to their level of responsibility; ensuring the development and implementation of measures of program and policy evaluation and emphasizing accomplishment of results.

(a) Sub-dimensions

1. Decisiveness/Risk Management (rating score)

a. Accurately assesses risks/benefits associated with actions.

b. Places high value on arriving at sound decisions.

c. Willingly re-evaluates decisions in light of new information and takes action where appropriate.

d. Balances risk mitigation while challenging current assumptions, conventions, and practices.

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2. Meets Goals (rating score)

a. Effectively manages required timelines through proper planning, organization, and anticipation of obstacles to success.

b. Adapts approach as demands of work change in order to meet goals.

c. Willingly invites participation of relevant others in achieving goals.

d. Delegates appropriate approval authority in order to meet goals.

3. Measures Execution with Metrics (rating score)

a. Accurately clarifies objectives, scope, timeliness, and performance metrics.

b. Fosters an environment in which metrics are reported openly and honestly.

c. Has a clear understanding of metric relationships in order to derive properly aligned execution across organizational elements.

d. Willingly re-evaluates measures of effectiveness in light of the metrics, and adjusts accordingly.

4. Achieves Results (rating score)

a. Has a clear vision of the required elements for mission achievement.

b. Recognizes opportunities for strategic partnerships in order to achieve results.

c. Provides constructive performance feedback in order to achieve results.

d. Establishes clear improvement plans in order to achieve results.

5. Tactical Performance (rating score)

a. Continuously maintains the upper edge in all tactical situations.

b. Has full and comprehensive understanding of the overall strategic plan.

c. Employs force in a decisive and timely fashion with maximum effectiveness.

d. Takes decisive action applying broad knowledge and excellent judgment.

(2) Growth and Development of People (averaged score) -
Giving highly useful guidance to enhance subordinates' professional development; creating an environment where coaching and mentoring are fostered at all levels; defining expectations for subordinates and other personnel, and then providing timely, constructive and supportive feedback on performance; providing the resources for developmental opportunities to encourage subordinates to continuously learn and improve their performance; taking a highly active interest in the professional growth and career progression for all personnel within their area of responsibility.

(a) Sub-dimensions

1. Performance Feedback Effectiveness (rating score)

a. Clearly articulates performance expectations and individual responsibilities.

b. Establishes clear improvement plans and actively participates in subordinates' development.

c. Willingly gives peers and subordinates useful and timely guidance to enhance personal, professional, and career development.

d. Recognizes when others' expertise is necessary to enhance growth and development of peers and subordinates.

2. Work Environment (rating score)

a. Provides an environment in which individual differences are valued and communications are open and transparent.

b. Fosters an environment where people understand and respect the chain of command yet feedback is welcomed.

c. Follows through on promises and commitments made to others.

d. Takes personal risk, as appropriate, to ensure all contributing voices and points of view are heard.

3. Mentorship Ability (rating score)

a. Is open to providing the time and energy to mentor others.

b. Takes time to listen carefully to the interests, opinions, concerns, and goals of others.

c. Encourages others to focus their development in areas where they can achieve the greatest leverage.

d. Proactively follows subordinates' professional and personal development, providing appropriate advice and support.

4. Coaching Ability (rating score)

a. Inspires, motivates, and guides others toward goal accomplishment

b. Assesses others' unique developmental needs and provides opportunities accordingly.

c. Clearly defines expectations, providing timely, constructive, and supportive feedback.

d. Provides others with highly useful guidance to enhance professional growth and career progression.

5. Provides Training and Education (rating score)

a. Encourages others to expand their current focus through educational development opportunities.

b. Allows others to pursue learning opportunities to enhance personal and professional growth.

c. Provides appropriate resources commensurate with developmental pursuits of subordinates.

d. Establishes processes that promote learning from each other within and across the organization.

(3) Operational Competence (averaged score) - Displaying a full and comprehensive understanding of the concept of operations in areas of responsibility; employing force in a decisive and timely fashion with maximum effectiveness; integrating all aspects of strategic command and control across multilateral forces through highly efficient planning and execution; applying broad knowledge and excellent judgment, and taking decisive action even under very difficult, high-stakes conditions; maintaining the upper edge by ensuring the highest operational readiness in all areas.

(a) Sub-dimensions

1. Employment of Force (rating score)

a. Possesses full and comprehensive understanding of strategies and policies associated with the mission.

b. Employs appropriate force/forcefulness in a decisive and timely fashion.

c. Consistently integrates all aspects of command and control across multidimensional forces, staffs, and technologies.

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d. Ensures the highest readiness in all areas maintaining the upper edge in all situations.

2. Command and Control Planning Expertise
(rating score)

a. Ensures all contingencies are recognized during the deliberative planning process.

b. Synchronizes planning to the concept of operations by establishing interagency relationships that facilitates the assignment of tasks and objectives.

c. Provides an orderly schedule of decisions.

d. Provides subordinates with strategic direction, operational focus, major tasks, and objectives.

3. Coalition/Joint/Interagency Coordination
(rating score)

a. Provides broad strategic concepts of operations and sustainment for achieving multinational, national, theater, and command strategic objectives.

b. Achieves unity of effort by all agencies as required.

c. Establishes a clearly defined organization for subordinate elements and delineates command relationships.

d. Maintains situational awareness at all times to ensure rapid response across agencies in light of changing information or intelligence.

4. Judgment Under Pressure (rating score)

a. Maintains a disciplined approach to all aspects of the operation, exercising sound judgment throughout the campaign.

b. Possesses a keen sense of anticipation of future responses thus limiting pressure on the organization.

c. Is able to adapt quickly to unexpected situations, remaining calm and confident at all times, and displaying an appropriate level of patience.

d. Is able to process large amounts of information quickly, even under stressful conditions, ensuring sound decisions while dealing constructively with mistakes and setbacks.

5. Warfighting Edge (rating score)

a. Maintains the strategic advantage at all times.

b. Determines priorities and conveys clear expectations for success.

c. Assesses progress reports quickly, adapting operational plans immediately to maintain the upper edge.

d. Delegates authority appropriately and requires accountability for mission success.

(4) Vision/Strategic Perspective (averaged score) -
Displaying a complete and accurate understanding of the global concept of operations of Naval Forces; developing forward thinking visions and strategies that remain linked to Navy's vision and long-term strategy; improving the ability to meet mission requirements through innovative breakthrough ideas and strategies.

(a) Sub-dimensions

1. Understands Navy Mission/Purpose (rating score)

a. Displays a comprehensive understanding of Navy's global role in national and Department of Defense strategies.

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b. Clearly articulates strategic guidance and transformational doctrines of the Secretary of the Navy and Chief of Naval Operations.

c. Possesses a clear understanding of the relationship of the mission of the command to the over-arching mission of Navy.

d. Stays abreast of potential changes to Navy's mission.

2. Links Vision to Navy Vision (rating score)

a. Ensures personal vision for the command is in total concert with the over-arching Navy vision.

b. Ensures communication is aligned to senior leadership's vision and drive for Navy.

c. Maintains open dialog with subordinates and subordinate commands ensuring alignment of visions with Navy's comprehensive vision.

d. Stays abreast of potential changes to Navy's vision ensuring proper alignment at all times.

3. Links Strategy to Navy Strategy (rating score)

a. Ensures personal strategy for the command is in total concert with the over-arching Navy strategy.

b. Ensures communication is aligned to senior leadership's strategy and drive for Navy.

c. Maintains open dialog with subordinates and subordinate commands ensuring alignment of strategy with Navy's comprehensive strategy.

d. Stays abreast of potential changes to Navy's strategy ensuring proper alignment at all times.

4. Strategic Thinking (rating score)

a. Constantly assesses internal and external elements in order to shape the future.

b. Is insightful, perceptive and able to detect patterns of change that will influence operational plans.

c. Fully understands the organization's capabilities to execute strategy and makes adjustments as needed.

d. Is able to balance short-term needs with long-term strategic thinking to ensure a successful outcome to the mission.

5. Innovation and Creativity (rating score)

a. Constructively challenges current assumptions, conventions and practices, and encourages others to do the same.

b. Encourages an atmosphere of continuous improvement in current practices, processes and products.

c. Is willing to take independent action to improve processes and procedures under their control.

d. Offers forward-thinking, creative and innovative ideas.

(5) Business Acumen/Skills (averaged score) - Assessing current and future staffing needs based on Navy's goals and budget realities/constraints; applying merit principles to develop, select, and manage a diverse workforce; overseeing the allocation of financial resources and the budgetary process; identifying cost-effective approaches to mission accomplishment; establishing and assuring the use of internal controls for financial systems; ensuring the development and utilization of management information systems and other technological resources that meet Navy's needs; and understanding the impact of technological changes on Navy's ability to achieve its objectives.

(a) Sub-dimensions

1. Knowledge of Navy Programming (rating score)

a. Understands Navy programming processes and works within the confines and constructs to maximize resources.

b. Builds enhancing alliances with internal and external groups to facilitate the successful programmatic needs of the organization.

c. Takes a realistic and reasonable approach to Navy programming requirements.

d. Accepts and respects Navy programming decisions.

2. Financial Resources Management (rating score)

a. Understands the financial impact of technological change on the organization.

b. Understands the allocation of financial resources, and stresses the necessity of cost-effective approaches while maintaining internal controls.

c. Ensures the efficient and cost-effective development and wide-ranging utilization of authoritative enterprise management information systems in meeting the needs of Navy and the command.

d. Creates an environment of resource stewardship at all levels of the organization.

3. Human Resources Management (rating score)

a. Assesses current and future staffing needs based on the organizational goals and budget realities.

b. Applies merit principles to develop, select, and manage a diverse workforce.

c. Properly aligns knowledge, skills, and abilities of human resources to meet strategic goals.

d. Ensures maximum effectiveness of human resources through proper functional alignment of workload.

4. Leverages Technology (rating score)

a. Embraces information technology as a strategic resource.

b. Stays abreast of technological developments and improvements both inside and outside Navy.

c. Ensures technological decisions/purchases encompass enterprise-wide standards and architecture.

d. Ensures the organization has necessary resources and training to properly embrace technology.

5. Meets Deadlines (rating score)

a. Effectively prioritizes workload, removing unnecessary barriers, and interruptions to ensure deadlines are met.

b. Clearly articulates business plans, individual responsibilities, and expectations with appropriate status updates.

c. Constructively and proactively challenges assumptions, practices, and bureaucracies that might impede success.

d. Willingly delegates decision-making authority to the appropriate levels.

(6) Communication Skills (averaged score) - Practicing effective two-way communication (i.e., speaking clearly, listening attentively, and clarifying information); providing timely and relevant information up and down the chain of command; tailoring presentations to the level of the audience; expressing oneself in a manner that produces a productive and

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harmonious environment; effectively representing and speaking for Navy; ensuring that reports, memoranda, and other documents reflect the position of Navy in a clear, convincing, and organized manner.

(a) Sub-dimensions

1. Provides Clear Guidance (rating score)

a. Is able to clearly articulate ideological goals relating mission to deeply rooted values.

b. Is able to communicate high expectations about subordinate performance while simultaneously expressing confidence in subordinates.

c. Asks effective questions to stimulate thought processes toward the desired outcome.

d. Builds communication strategies and feedback metrics into the execution of the mission.

2. Quality of Oral Presentations (rating score)

a. Demonstrates confidence, sincerity and conviction in oral presentations.

b. Maintains command and control of the audience through professional demeanor, speaking clearly and audibly.

c. Presentation personifies effective and thorough preparation.

d. Is able to modify presentation to the level of the audience to ensure the audience remains engaged.

3. Written Communication (rating score)

a. Is able to clearly, concisely and convincingly articulate the issue.

b. Displays mastery of the rules of grammar and uses them based on the level of formality required.

c. Anticipates questions and always addresses them appropriately.

d. Understands the power of E-Mail and uses it appropriately and effectively.

4. Extemporaneous (rating score)

a. Is able to quickly organize a thoughtful and articulate response to an "on-the-spot" situation that reflects well on Navy.

b. Is politically savvy and astute, ensuring that any response does not place Navy or senior leadership in a compromising position.

c. Displays an open and direct demeanor in both positive and negative situations, maintaining credibility at all times.

d. Is aware that non-verbal communications convey a powerful message, and uses body language appropriately.

5. Public Communications (rating score)

a. Represents the Navy in an articulate and effective manner for non-Navy constituents.

b. Is able to evoke a powerful public presence through professional demeanor, appropriate language, and superior knowledge.

c. Shows willingness to listen to a wide range of ideas or concerns to ensure open dialog with the public.

d. Chooses the appropriate communications vehicle when dealing with the public.

(7) Behavior (averaged score) - Accepting responsibility for own and subordinates' actions; maintaining ethical principles and telling the truth, regardless of consequences; setting and displaying uncompromising values (e.g., honor, courage, commitment, and integrity); treating others fairly and

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consistently; undertaking necessary action, even when physically risky, and inspiring others to do the same; maintaining sharp military appearance and physical health/fitness; supporting Navy mission and goals regardless of personal feelings; protecting the interests of those who are not present and those who have less power or authority.

(a) Sub-dimensions

**1. Displays Uncompromising Values/Honesty/Ethics
(rating score)**

a. Sets the standard and displays high ethical principles.

b. Supports Navy and command mission and goals willingly regardless of personal feelings.

c. Displays uncompromising values (e.g. honor, courage, commitment and integrity).

d. Is forthright and forthcoming, even with negative news.

2. Displays Enthusiasm/Passion (rating score)

a. Creates a sense of enthusiasm toward the mission and camaraderie among subordinates.

b. Volunteers for additional responsibilities or opportunities and assists others without being asked.

c. Motivates and inspires colleagues and subordinates through a sense of passion and purpose.

d. Understands how to motivate through praise and constructive feedback.

**3. Accepts Responsibility/Accountability
(rating score)**

a. Accepts ownership, accountability and responsibility, and holds others to the same standard.

b. Does not take advantage of position to obtain unreasonable or excessive benefits.

c. Assumes appropriate responsibility for organizing the mission and activities of the command.

d. Protects the interests of those who are not present and those who have less authority or power.

4. Loyalty (rating score)

a. Exhibits an attitude of respect and support that translates into loyalty to Navy.

b. Displays dedication to Navy goals and standards.

c. Makes considered and well-informed decisions regarding Navy, family and self.

d. Fosters an atmosphere that inspires fidelity to Navy.

5. Military Bearing and Appearance (rating score)

a. Maintains sharp military appearance through pride in uniform and commitment to physical health/fitness.

b. Motivates and inspires others to a life-long commitment to health and exercise.

c. Displays appropriate courtesies to superiors, peers and subordinates.

d. Projects a positive image to all.

(8) Leading People (averaged score) - Building and leading individual and team activities; motivating and inspiring others by taking a personal interest in their welfare and contributions to the team; creating a sense of enthusiasm and purpose in own team and always projecting a positive attitude; effectively adopting different leadership styles as appropriate

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to individuals and settings; empowering others by sharing power and authority; frequently inspiring others by demonstrating through own actions the behaviors expected of the team; fostering commitment, team spirit, pride, trust, and group identity; resolving conflicts in a positive and constructive manner and taking disciplinary action only when other means have not been successful.

(a) Sub-dimensions

1. Team Building (rating score)

a. Attracts and selects "top-notch" talent with complimentary strengths to ensure successful team efforts.

b. Fosters a climate of team spirit, group identity, and commitment by removing barriers to collaboration.

c. Clearly defines the vision for the team's success, building on a sense of trust, openness, frankness, cooperation, and "give and take" among team members.

d. Assesses team efforts through defined performance standards, provides constructive feedback, and takes action (reward, counsel or remove) to ensure success.

2. Energy/Enthusiasm (rating score)

a. Imparts to others a sense of energy, enthusiasm, ownership, and personal commitment to work.

b. Possesses a sense of "passion with purpose" that is apparent to all.

c. Promotes high-energy success stories that further the organization's mission.

d. Appreciates the delicate balance of pushing people so that they remain energetic and enthusiastic without becoming over-burdened to the point of "burn-out".

3. Positive Attitude (rating score)

a. Focuses on successful elements even within negative experiences.

b. Willingly provides positive reinforcements on a daily basis.

c. Fosters an environment in which subordinates always learn from their experiences.

d. Energizes subordinates by having them re-visit their goals to ensure their efforts remain on target.

4. Motivates and Inspires (rating score)

a. Creates an environment that encourages others to do their best, rewarding significant achievements.

b. Promotes the value of cultural diversity and other individual differences, inspiring people to work together.

c. Promotes an environment that fosters creativity and innovation, thus stimulating the intellectual capacity of people to continuously improve the organization.

d. Possesses a comprehensive understanding of the behavioral functions and reward systems that motivate people, applying appropriate stimuli to foster success.

5. Leads by Example (rating score)

a. Maintains high standards for own work output.

b. Demonstrates the courage to do what is right despite personal risk or discomfort.

c. Willingly engages in personal feedback on own performance, expecting the same of others.

d. Embraces own personal and professional development and expects the same of others.

b. POTENTIAL DIMENSIONS

(1) Organizational Skills (averaged score) -

Understanding the intricacies of Navy, Department of Defense, and joint organization structures, rules, regulations, policies, and initiatives to further Navy's goals and objectives; enhancing Navy's strategic position by establishing a network of key individuals across all organizations; displaying the social awareness, interpersonal skills, and appropriate courtesies to superiors, peers, and subordinates; developing policies and actions that align with the overall mission scheme.

(a) Sub-dimensions

1. Navy Organizational Understanding (rating score)

a. Possesses a comprehensive understanding of Navy operational and staff capabilities and their interface within the organization.

b. Displays familiarity with all Navy's capabilities and functions.

c. Creates an optimal resource mix of Navy assets for peak organizational performance.

d. Leverages unique Naval capabilities to accomplish strategic implementation of organizational goals.

2. Joint Organizational Understanding (rating score)

a. Possesses a comprehensive understanding of Joint operational and staff capabilities and their interface within the organization.

b. Displays familiarity with all Joint capabilities and functions.

c. Creates an optimal resource mix of Joint assets for peak organizational performance.

e. Leverages unique Joint organizational capabilities to accomplish implementation of strategic goals.

3. DOD Organizational Understanding (rating score)

a. Possesses a comprehensive understanding of DOD operational and staff capabilities and their interface within the organization.

b. Displays familiarity with all DOD's capabilities and functions.

c. Creates an optimal resource mix of DOD assets for peak organizational performance.

d. Leverages unique DOD capabilities to accomplish strategic implementation of international goals.

4. Interpersonal Skills (rating score)

a. Possesses the ability to understand, accept, and influence, the diverse skills and abilities of individuals.

b. Effectively listens to and, as appropriate, influences others.

c. Collaborates with others to build an effective team.

d. Identifies, manages, and resolves conflicts successfully.

5. Networking (rating score)

a. Builds internal and external relationships at all levels to facilitate mission accomplishment.

b. Is able to work with diverse groups to accomplish goals.

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c. Cultivates cross-functional relationships, resulting in more effective teams.

d. Leverages relationships appropriately in order to accomplish organizational goals.

(2) PERSONAL/PROFESSIONAL DEVELOPMENT (averaged score) -
Improving professional capabilities through formal and informal training (e.g., off-duty education, on-the-job experiences); finding purpose, personal benefit, and growth by seeking out all available educational sources and then applying knowledge gained to improve managerial performance; balancing self-development and training with managerial and strategic responsibilities; actively charting career development plans for both short-term and long-term progression in ways that benefit self and Navy.

(a) Sub-Dimensions

1. Continuing Education (rating score)

a. Continuously improves professional capabilities through formal training, off-duty education and on-the-job experiences.

b. Seeks out all available educational sources and then applies knowledge gained to improve performance.

c. Ensures subordinates' continued growth and development through continuing education.

d. Embraces new methods and technologies to ensure the most rapid and effective delivery of continuing education for self and subordinates.

2. Life-Work Balance (rating score)

a. Adeptly balances self-development and training with strategic responsibility.

b. Develops creative solutions to help minimize conflict or anxiety with traditional family roles and the demands of the workplace (e.g., telecommuting, alternate work schedules, job sharing, etc.).

c. Applies appropriate measurement techniques and studies to evaluate the relationship between job satisfaction, quality of life and staff turnover.

d. Fosters an environment of social support throughout all levels of the chain of command.

3. Responsiveness to Feedback (rating score)

a. Listens attentively and clarifies information when necessary.

b. Provides timely information to others up and down the chain of command.

c. Actively seeks feedback on performance and welcomes unsolicited feedback.

d. Modifies behavior based on new experience and feedback.

4. Improves Knowledge, Skills & Abilities (rating score)

a. Continuously finds new ways of accomplishing job assignments at the maximum level of performance while utilizing the resources that are available.

b. Consistently improves and sustains high level of performance, even when faced with highly difficult tasks.

c. Actively seeks knowledge and learns new skills, improves job performance by utilizing the latest technology, and displays high level of curiosity in areas where knowledge is weakest.

d. Identifies personal training needs and is responsive to suggestions, taking feedback and criticism well.

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5. Information Technology Skills (rating score)

a. Embraces the linkage between technical competencies and mission requirements.

b. Seeks ways to apply new information technologies within the workplace.

c. Monitors subordinates' technical acumen and provides advice and support, as appropriate.

d. Incorporates the latest technological developments into the full range of vision and strategic planning.

(3) Leading Change (averaged score) - Exercising leadership and motivating others to incorporate vision, strategic planning, and elements of quality management into the full range of Navy activities; being open to new ideas and new methods for accomplishing goals; tolerating ambiguity and being flexible; adapting behavior and work methods in response to new information, changing conditions, emerging requirements, or unexpected obstacles; adjusting rapidly to new situations warranting attention and resolution; embracing change, and looking for better methods and techniques to accomplish tasks.

(a) Sub-Dimensions

1. Creativity and Innovation (rating score)

a. Routinely applies creative thinking to both old and new situations so that individual and group productivity is enhanced.

b. Modifies goals and objectives based on emerging requirements.

c. Seeks out opportunities to apply new information to the work environment.

d. Applies new technical, business, or military knowledge quickly.

2. External Awareness (rating score)

a. Recognizes that all constituencies are important and is appropriately attentive to everyone's needs.

b. Defines the relationship between internal and external politics that impact the work of Navy.

c. Recognizes and balances the interest and needs of their own situation with those of Navy.

d. Remains open to new processes and procedures from all appropriate external sources and applies them to the workplace.

3. Stimulates Better Process (rating score)

a. Embraces the principles of continuous improvement.

b. Incorporates vision, strategic planning and elements of quality management into the full range of Navy's activities.

c. Is adept at anticipating and adjusting rapidly to changes in the environment.

d. Thrives in a dynamic work environment and is always open to new ideas and methods for accomplishing tasks and objectives.

4. Flexibility (rating score)

a. Remains vigilant and ready to adapt to changes in a dynamic work environment.

b. Remains calm in stressful situations and environments.

c. Displays a high degree of flexibility and tolerance of ambiguity, even in difficult and dynamic circumstances.

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d. Develops innovative plans to meet requirements when initial goals and timelines appear to be in jeopardy.

5. Evaluates New Ideas (rating score)

a. Understand how policies and action fit into the overall mission of Navy and uses this information to accomplish work tasks.

b. Actively seeks new suggestions for ways to improve work processes/procedures.

c. Takes the time to understand others without jumping to conclusions prematurely.

d. Applies appropriate measurement techniques to evaluation of specific programs, processes, policies, and procedures.

(4) Savvy (Averaged score) - Making decisions that balance mental acuity, common sense, analytical skill, and decisiveness; grasping the specifics of a situation and relating to the larger Navy context; defining issues despite incomplete or ambiguous information; identifying and readily adapting to the most critical, high impact issues; recognizing key patterns and relationships that facilitate effective problem-solving and decision-making; anticipating and recognizing the implications of decisions on other parts of Navy.

(a) Sub-Dimensions

1. Raw Intelligence (rating score)

a. Drills down to core issues, determines root causes of problems and implements innovative solutions.

b. Draws relevant information from subordinates by active listening and promotes a structured problem-solving environment.

c. Is able to see through unclear situations to divine motivations and agendas of others.

d. Is able to deconflict complex interactions between issues, focusing on critical aspects of the problem to determine the best possible solution.

2. Common Sense (rating score)

a. Demonstrates the ability to make sound and thoughtful decisions with limited information.

b. Applies logic and reasoning with experience to solve complex problems and issues before they impact operational effectiveness.

c. Tests alternative solutions by reviewing the practicality of different decisions in the context of organizational goals.

d. Analyzes diverse points of view from different constituencies and applies thoughtful logic to determine the best possible solution.

3. Ability to Mediate (rating score)

a. Creates an environment through which problems and conflicts are resolved at the lowest level.

b. Is able to create a sense of responsibility to the organization and oneself, thereby preventing organizational conflicts before they occur.

c. Creates organizational unity and alignment, thereby limiting the need for conflict resolution.

d. Has the ability to avoid biased opinions in order to create common ground.

4. Perceptive (rating score)

a. Discerns the talents and abilities of subordinates, employing them appropriately.

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b. Is sensitive to the environment, and able to extract needed data from the surroundings in order to make sound decisions.

c. Has the ability to read others to determine the most effective style to utilize, thus maximizing each individual's productivity.

d. Foresees potential problems and develops corrective courses of action that avoid more serious problems.

5. Adaptive (rating score)

a. Has the ability to adapt own leadership style to suit the ability, maturity, competence and commitment of subordinates.

b. Improves conditions by modifying organizational factors, as dictated by the situation.

c. Is able to focus and harmonize resources to accomplish the mission.

d. Is able to adjust to an ever-changing environment while maintaining the highest standards of performance.

CHAPTER 3

GUIDANCE FOR COMMENTS

3-1. Purpose. This chapter provides expanded guidance for the comments section. Included are suggestions on preparation and style, and a list of special interest items that must be considered by law or directives.

3-2. Handwritten Comments. Handwritten comments or additions to typed comments are not permitted.

3-3. Continuation, Attachments, and Enclosures. Continuation sheets will not be accepted. Limit comments to the space provided.

3-4. Substantiation of 1.0 and 5.0 Grades. Specifically substantiate all 1.0 and 5.0 grades, underneath the Performance or Potential dimension.

3-5. Style

a. Be concise. Comment space is very limited. Bullet style is preferred.

b. Use everyday language. Use meaningful descriptive adjectives, based on the individual's performance.

c. Give examples of performance and results. Concentrate on verifiable accomplishments.

d. Rank individuals. Individuals with the same reporting senior shall be ranked according to paygrade. O-7 selects will be ranked against other O-7s. In cases where USNR and USN have the same reporting senior, they shall be ranked against each other as one group. When ranking and assigning performance and potential scores, the reporting senior shall consider the ranked officer against all U.S. officers of the same paygrade, not just the ones within the reporting senior's purview.

(1) Rank all O-7s (including selects) with the same Reporting Senior against each other, regardless of designator.

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(2) Rank all O-8s (including selects) with the same Reporting Senior against each other, regardless of designator.

(3) For Flag Officers serving in joint positions, rankings should indicate both ranking among Navy peers and ranking among peers in all services.

(4) Format for ranking should be # of #.

e. Define unusual acronyms.

3-6. Classified Comments. Classified comments are discouraged because they are difficult to make available to report users. If classified comments are unavoidable, the entire report will be classified. Do not submit classified comments merely to explain the command's mission. Comments must deal directly with performance. Classified reports, if used, shall be submitted in hard copy.

3-7. Adverse Comments. Any comment concerning adverse actions against the member, or suggesting persistent weaknesses or unsuitability for specific assignment or promotion, must be treated as an adverse matter, regardless of grades assigned.

3-8. Required Evaluative Comments. Comment is required in all cases indicated.

a. Ranking Among Peers with same Reporting Senior. Format is # of #.

b. Relative Standing among O-9s (O-9s performance assessments only). Rank the individual against all Navy O-9s being evaluated (e.g., "number 2 of 30 O-9s").

c. Recommendation for Promotion/Assignment.

d. Confirmed illegal drug use or possession. Document confirmed illegal drug use or possession in the next Regular report.

e. Concluding date of Civil Prosecution or Courts-Martial Proceedings. If the report mentions a conviction, give the date of conviction and the "concluding" date of the proceeding. The

reporting senior signature must not be earlier than the "concluding date." See "Comments on Misconduct" in this chapter.

- f. Adverse entry. Explain any grade of 1.0.

3-9. Items for Special Consideration. Specific comment is desired on the following items when they are a significant part of the member's duties, or when the member displays particularly strong or weak performance:

- a. Operational and Combat Performance.
- b. Leadership.
- c. Inspection Performance and Follow-up.
- d. Subspecialty Performance.
- e. Joint/Combined Performance.
- f. Training and Utilization of Reservists. Desired in reports on officers whose duties include utilizing Reserve units or individual Reservists and integrating them within the command.
- g. Management of civilian Employees.

3-10. Comments on Misconduct, Judicial Proceedings, and Corrective Measures

- a. Commenting on Misconduct. Comments may be included on misconduct whenever the facts are clearly established to the reporting senior's satisfaction. Do not use assessment report comments as a substitute for appropriate corrective action or Uniform Code of Military Justice (UCMJ) proceedings. Take reasonable care to avoid comments that may be later invalidated by official findings.

- b. Commenting on Judicial Proceedings. Do not refer to a civil or courts-martial proceeding unless there has been a finding of guilty or imposition of punishment, and the reporting senior's signature date is on or after the "concluding date" of the proceedings. When commenting on a conviction, give both the

date of conviction and the "concluding date." A civil prosecution is concluded when the trial court makes a determination. A court-martial is concluded when the convening authority approves the findings and sentence. Do not delay a report in order to comment on proceedings that are pending or in progress.

c. Commenting on Non-punitive Administrative Corrective Measures. The comments may refer to non-punitive corrective measures, other than a non-punitive letter of censure, but take into account the non-punitive intent of these measures.

3-11. Prohibited Comments. Do not comment on the following, except as noted:

- a. Previous Failure of Selection.
- b. Submission or Withdrawal of Resignation under Honorable Circumstances.
- c. Judicial Proceedings not Concluded.
- d. Non-punitive Letter of Censure.
- e. Investigations and Investigative Reports. Do not refer to investigations until they are concluded, and do not quote directly from investigative reports. Do not use information from investigative reports if such use is prohibited by the regulations for that type of investigation. This does not preclude the use of facts determined independently to the satisfaction of the reporting senior.
- f. Marital Status, Spouse, or Family Members. Do not comment on the member's marital status or the activities of the member's spouse or family members. Exceptions may be made only where unavoidably necessary to clarify information on the report.
- g. Medical Reports and Summaries. Do not quote from medical reports or summaries, and do not mention medical conditions (including pregnancy) unless necessary to explain other matters in the report. A female member shall not be given a less favorable report solely because of pregnancy.

h. Service on Courts-martial, Board of Inquiry, or Administrative Discharge Board. Do not comment on performance as a courts-martial member, summary courts-martial officer, or member of a board of inquiry or an administrative discharge board, except to note having served without identifying particular cases. Comments on performance of members as a military judge or appellate judge may not be based on their judicial opinions, rulings, or the results thereof. A defense counsel may not be given less favorable comments because of the zeal with which that officer represented any accused.

i. Recommended Awards or Decorations. Do not refer to award recommendations. Awards and decorations should be mentioned only when received.

CHAPTER 4 SOFTWARE INSTRUCTIONS

4-1. Purpose. This chapter provides instructions for installation and navigation within the FPARS software.

4-2. Requirements. NMCI-compliant computer, 6MB free space on hard drive, Win 2000 and Office 2000 (Access, Word, PowerPoint, and Outlook) must be available.

4-3. Installation instructions. FPARS is an Access application distributed via a self-extracting file. It will be installed onto your hard drive and a run shortcut/icon will be placed on your desktop.

a. Online Distribution

(1) Go to www.bupers.navy.mil/pers00f/fpars/

(2) Right click "Full Install Software", then left click on "Save Target As", save into My Documents folder for easy retrieval. (Default filename: FPARS_Full_Install.exe)

(3) Open a Windows Explorer window. Browse to My Documents folder. Double click on file FPARS_Full_Install.exe to begin installation.

(a) The FPARS setup window appears. Press the "Next>>" button to install or press "Cancel" to halt the installation.

(b) The FPARS Installation Location window appears. Press "Next>>" to install the program into the default location. (While you can install the program in some other location, it will be more difficult to support if you should have problems.)

(c) Enter a username (1 word) and password (at least 6 characters) as directed. You can use whatever combination is easy to remember. Do not use spaces in your password. You are asked to enter the password twice to guard against mis-types.

(d) Press "Next>>" again. (If the Next>> button doesn't light up, move your cursor out of the password box using TAB.)

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(e) The Installation Options window reviews the location, username, and first part of your password. Click "Install" to finish the installation. Press Yes to confirm.

(f) The FPARS Setup window returns showing the installation complete. Press Exit to conclude the install.

(g) FPARS is now installed on drive C:\Program Files in the Flag Reports directory.

(h) To run the Flag Report software, click on the FPARS icon on your desktop.

4-4. General advice for using this software

a. Take time to look at the entire screen, scroll up/down to see the buttons and directions at the top and bottom of each screen.

b. Whenever there is a drop-down-box, press on the down arrow to see what is offered, and perhaps save time/effort by skipping the typing.

c. All dates are in MM/DD/YYYY format.

4-5. Help Files. From the opening main menu, click on the Documentation button to find.

a. PowerPoint presentation containing many screen images with step-by-step instructions.

b. this BUPERS instruction with all text annexes.

4-6. Running FPARS for the first time

a. Double click the Shortcut to Flag Reports icon on your desktop. Enter your login/password. Change your password by clicking on the Maintenance Menu and selecting Password.

b. The first thing you must do is to enter a Reporting Senior (RS). From the main menu, click on the "Reporting Senior Data" button.

c. Enter RS SSN, name (Last, First, MI), grade, designator (civilians enter "0000"), branch, title, and E-Mail address.

(1) Check the block for Reviewing Authority if the Reporting Senior also has that responsibility.

(2) If you click on Default RS, the software will automatically assign the RS for each Flag Officer entered on the computer. If needed, another RS can be assigned at any time.

(3) Click on Save Record, then Close, unless more than one RS is using the computer. If another RS does use the computer, then click Add New after Save Record and enter the other Reporting Senior's data.

d. You are now ready to enter the Flag Officer Data for those Flag Officers assigned by Flag Officer Management and Distribution. Press the Flag Officer Data button on the main screen.

(1) Enter officer's Last Name, First Name, Middle Initial, Suffix (Jr., III, etc.), SSN, Branch (select from list), Grade (select from list), Date of Rank, Community (select from list), Acquisition Professional Designation (select from list), Title Long, Title Short, AUIC, Duty Station (either select from list or enter a new Duty Station), Date Reported, Projected Rotation Date (PRD), Mandatory Retirement Date (MRD), Date of Birth (DOB), and E-Mail address. A general "Comments" block is available for any other information you need to identify this officer. (Notice that, generally, pausing your cursor over any input block will cause a mini-help box to appear. This info is also displayed in the Status Bar at bottom of the application window.)

(2) Press the Save Record button, then Add New button to continue to add officers. Press the Close button to return to the main menu.

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4-7. The Process of Writing Flag Reports- Worksheet section

a. Start all Flag report writing via the Flag Officer Data button on the main menu.

b. Find the officer on whom you are writing a report by pressing the down arrow (select list) in the Locate Record block (upper left hand corner of the Flag Officer Data window).

c. You can create new flag reports or open/edit reports from this screen by pressing the icon below the "Create New" and "Open" buttons. To open a previously written report, select from the NAVPERS 1611/2 Report List before pressing the icon.

d. If you'd like a blank worksheet/report printed, click on the "Blank Report" button on the bottom part of the screen. You will have the choice of 1-/2-/3-star worksheet to print.

e. The worksheet has 40 elements of Professional Performance Dimensions for which you must assign a value of 1 "Well below Norm" to 4 "Well above Norm" grade, unless "Not Applicable". You can either type in the number or press the drop-down to select.

f. When you've graded all aspects of Professional Performance, you must rank order the Dimensions. Each of the Dimensions must receive a number between 1 (best) and 8 (least) with no duplication of numbers. The program will assign ranking numbers when you press the "Calculate Rank Order" button. If you have numerical ties, or, if you simply want to reorder the computer generated ranking, press the "Edit Rank Order" button.

g. The Notes block is made available for you to make free form notes about your assessments and/or rank order.

h. Repeat this same process (e and f above) in the Potential Dimensions section of the worksheet.

i. When finished with the worksheet, press the Save Record button. If you have any questions about the form itself, the button labeled "1611/2 WS - Instructions" may provide help/insight.

j. You cannot work on the Evaluation 1611/1-2 itself until the entire worksheet is completed. This also means the Performance and Potential rankings are numbered in numerical sequence, with no duplicate grades. The tab at the top titled "1611/2 Page 1" is grayed out until the worksheet is complete and saved.

k. You may print the worksheet at any time by clicking on the printer icon button on the bottom of the screen.

4-8. The Process of Writing Flag Reports - Evaluation Section.
Press the "1611/2 - Page 1" folder button at the top of the form.

a. The information at the top of the form is extracted from the officer's current data. Note that neither the period of the report nor the officer's SSN can be edited on the report; please ensure the officer's SSN is correctly entered on the officer data form before creating a new report.

b. The period of report is calculated based on the current date.

c. Enter the "Duties Assigned" in block 9.

d. In each of the Professional Performance areas (blocks a1-a8), you must click on the "dot" associated with your assessment. As you will see, the program has rounded the worksheet number to "pre-guess" your assessment, consistent with the worksheet numbers (which are in red on the right hand side). There is room for Reporting Senior free-form comments. Please limit your text to one line. NOTE: If you return to worksheet and modify any of the assigned grades, and return to Page 1, the rating numbers will reflect the new worksheet averages (rounded).

e. In each of the Potential areas (blocks b1-b4), you must click on the button associated with your assessment. The numbers in red are also brought forward from the worksheet.

f. When finished with Page 1, press the "Save Record" button, then press the "1611/2 - Page 2" button at the top of the form to begin work on the Reporting Senior's Assessment of Potential and Development.

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g. Blocks 11 (a-d) are free-form Reporting Senior comments on the individual's Assessment of Potential and Development, including short term, long term, relative ranking among peers, and recommendations for promotion and future assignment. Limit your comments to two lines.

h. Blocks 12 (a-b) are free form Reporting Senior comments on the individual's development, needs, and plans.

i. When finished with this section, press the Save Record button.

j. To review a printed report, click on the Printer-icon button.

k. The next action required of the Reporting Senior is to electronically Sign (and lock) the Report before forwarding the report to Flag Matters and the Review Authority. When ready, press the Sign button in block 13. This action is FINAL and cannot be undone. Confirm and sign when ready.

l. To retain a formatted electronic copy of the report, export to Word. To print a copy of the signed report, click on the printer icon button.

m. Press the close button to return to the main menu.
(Close all windows except the main menu.)

4-9. Printing a Flag Report

a. From the Main Menu, press the Flag Officer Data button.

b. Select the officer (upper left) and report from report list (lower right), click on the "Open Report" button, then click on the open/edit icon.

c. When the report opens, click on the Printer icon to print immediately, or click on the "Export to Word" button to create Word documents that can be saved/printed.

d. Choose between just the report, or the report with the associated worksheet. Press OK.

e. The software uses Word 2000 to generate the electronic report. Please make note of the filename and location for future use. Click OK to continue.

f. To retrieve or print the report, go to C:\Program Files\Flag Reports\Export\Word. All "exported" word files are stored in this folder. Right-click on the desired report, and press Print. When asked about opening a read-only file, click on the OK button.

g. Press the "Close" buttons as necessary to return to the Main Menu.

4-10. Reviewing RS Flag Reports - Summary Assessment

a. From the Main Menu, press the Report Summary button.

b. Create the reports you wish to compare by using the select buttons and drop-down-lists on the left: Submitter, End Date, Peer Group, Grade, Community, Selection year, or Officer. The list at the top will change depending on your select button combination. Only those reports in the Summary List will be reflected on the Summary Assessment.

c. Press Close to return to the main menu.

4-11. Editing Flag Reports

a. From the Main Menu, press the Flag Officer Data button.

b. Select the officer (upper left) and report from report list (lower right), click on Open Report button, then click on the open/edit icon.

c. Edit either the worksheet or evaluation as desired. Update, and then click on "Save Record".

d. Press the "Close" buttons as necessary to return to the Main Menu.

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4-12. Submitting Flag Reports to Flag Officer Management and Distribution BUPERS (PERS-00F)

- a. **You can only export signed and locked reports.**
- b. From the Main Menu, press the "Import/Export" button. Select "Export".
- c. Pick the reports you will send to Flag Matters by using the check boxes and pull-down boxes in any combination you want (Reporting Senior, Reviewing Authority, Report End Date, Officer). Only those reports showing in the Report List will be exported. Press the "Export" button and give the report your desired filename and rename the suffix .xpt instead of the default .mde (e.g., Smith.xpt).
- d. Click "Email Options >>". Click on "Send E-Mail" (Return Receipt is optional.) To test, send an e-mail to yourself.
- e. Press "OK" to send message.
- f. Check your Outlook "sent e-mail" folder to confirm that the E-Mail was sent.

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PERFORMANCE ASSESSMENT OF A FLAG OFFICER - Rear Admiral (lower half) (O-7) and Rear Admiral (O-8) (including selectees) -						
1. Name (Last, First, MI, Suffix)		2. Grade		3. Designator		4. SSN
5. UIC	6. Duty Station		7. Date Reported	8. Period of Report From To		
9. Duties Assigned						
10. Ratings - Complete Assessment Worksheet before entering ratings. Check one rating block after each numbered item listed below. Comment on each.						
a. PROFESSIONAL PERFORMANCE	Greatly Exceeds Norm	Exceeds Norm	At Norm	Below Norm	Well Below Norm	<i>Rank Order the Individual's Professional Performance Dimensions (1-8)</i>
(1) Mission Accomplishment						
(2) Growth and Development of						
(3) Operational Competence						
(4) Vision/Strategic Perspective						
(5) Business Acumen/Skills						
(6) Communication Skills						
(7) Behavior						
(8) Leading People						
b. POTENTIAL	Very High	High	Average	Low	Very Low	<i>Rank Order the Individual's Potential Dimensions (1-4)</i>
(1) Organizational Skill						
(2) Personal/Professional						
(3) Leading Change						
(4) Savvy						

11. Reporting Senior's Assessment of Potential		
a. Short Term (0-2 years)		
b. Long Term		
c. Ranking Among Peers with Same Reporting Senior		
d. Recommendation for Promotion/Assignment		
12. Development		
a. Needs		
b. Plan		
13. Reporting Senior		
a. Name, Grade, Designator, SSN, Title and Command		b. Signature and Date
THIS SECTION TO BE COMPLETED BY ASSESSMENT REVIEW AUTHORITY		
14. Flag Assessment Review Authority		
a. Strengths/Weaknesses Not Addressed by Reporting Senior		
b. Comment on Potential		
c. Recommendation for Promotion/Assignment		
d. Extent of Observation		
e. Name, Grade, Designator and Title		f. Signature and Date
15. Officer Evaluated - "I have seen this report, been apprised of my performance, and understand my right to submit a statement."		
a. I intend to submit a statement	<input type="checkbox"/>	c. Signature and Date
b. I do not intend to submit a statement	<input type="checkbox"/>	
16. VCNO/CNO Review		
a. VCNO Signature and Date		
b. CNO Signature and Date		

PROFESSIONAL PERFORMANCE DIMENSIONS										OVERALL
KEY: (5) = GREATLY EXCEEDS NORM (4) = EXCEEDS NORM (3) = AT NORM (2) = BELOW NORM (1) = WELL BELOW NORM (NA) = NOT APPLICABLE										
(1) Mission Accomplishment		Decisiveness/ Risk Management		Meets Goals		Measures Execution With Metrics		Achieves Results		
(2) Growth and Development of People		Performance Feedback Effectiveness		Work Environment		Mentorship Ability		Coaching Ability		Provides Training/Education
(3) Operational Competence		Employment of Force		Command & Control Planning Expertise		Coalition/Joint/ Interagency Coordination		Judgment Under Pressure		Warfighting Edge
(4) Vision/Strategic Perspective		Understands Navy Mission/Purpose		Links Vision To Navy Vision		Links Strategy To Navy Strategy		Strategic Thinking		Innovation and Creativity
(5) Business Acumen/ Skills		Knowledge of Navy Programming		Financial Resources Management		Human Resources Management		Leverages Technology		Meets Deadlines
(6) Communication Skills		Provides Clear Guidance		Quality of Oral Presentation		Written Communication		Extemporaneous		Public Communications
(7) Behavior		Displays Uncompromising Values/Honesty/Ethics		Displays Enthusiasm/Passion		Accepts Responsibility/ Accountability		Loyalty		Military Bearing And Appearance
(8) Leading People		Team Building		Energy/ Enthusiasm		Positive Attitude		Motivates and Inspires		Leads by Example

Rank Order the Individual's Professional Performance Dimensions

(1) Mission Accomplishment	
(2) Growth and Development of People	
(3) Operational Competence	
(4) Vision/Strategic Perspective	
(5) Business Acumen/ Skills	
(6) Communication Skills	
(7) Behavior	
(8) Leading People	

Notes -

POTENTIAL DIMENSIONS								OVERALL		
KEY: (5) = VERY HIGH (4) = HIGH (3) = AVERAGE (2) = LOW (1) = VERY LOW										
(1) Organizational Skills		Navy Organizational Understanding		DOD Organizational Understanding		Joint Understanding		Interpersonal Skills		Networking
(2) Personal/Professional Development		Continuing Education		Life-Work Balance		Responsiveness to Feedback		Improves Knowledge, Skill, Ability		Information Technology Skills
(3) Leading Change		Creativity and Innovation		External Awareness		Stimulates Better Process		Flexibility		Evaluates New Ideas
(4) Savvy		Raw Intelligence		Common Sense		Ability to Mediate		Perceptive		Adaptive

Rank Order the Individual's Potential Dimensions

(1) Organizational Skills	
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Notes -

BUPERSINST 1611.16
22 Jan 2004

PERFORMANCE ASSESSMENT OF A FLAG OFFICER - Vice Admiral (O-9) -						
1. Name (Last, First, MI, Suffix)		2. Grade		3. Designator		4. SSN
5. UIC	6. Duty Station		7. Date Reported		8. Period of Report	
9. Duties Assigned						
10. Ratings - Complete Assessment Worksheet before entering ratings. Check one rating block after each numbered item listed below. Comment on each.						
a. PROFESSIONAL PERFORMANCE	Greatly Exceeds Norm	Exceeds Norm	At Norm	Below Norm	Well Below Norm	<i>Rank Order the Individual's Professional Performance Dimensions (1-8)</i>
(1) Mission Accomplishment						
(2) Growth and Development of People						
(3) Operational Competence						
(4) Vision/Strategic Perspective						
(5) Business Acumen/Skills						
(6) Communication Skills						
(7) Behavior						
(8) Leading People						
b. POTENTIAL	Very High	High	Average	Low	Very Low	<i>Rank Order the Individual's Potential Dimensions (1-4)</i>
(1) Organizational Skill						
(2) Personal/Professional Development						
(3) Leading Change						
(4) Savvy						

11. Reporting Senior's Assessment of Potential		
a. Potential		
b. Recommendation for Promotion/Assignment		
12. Development		
a. Needs		
b. Plan		
13. Reporting Senior		
a. Name, Grade, Designator, SSN, Title and Command		b. Signature and Date
14. VCNO		
a. Strengths/Weaknesses Not Addressed by Reporting Senior (N/A if VCNO is reporting senior)		
b. Recommendation for Promotion/Assignment		
c. Relative Standing Among O-9s		d. Signature and Date
15. CNO		
a. Strengths/Weaknesses Not Addressed by Reporting Senior (N/A if CNO is reporting senior)		
b. Recommendation for Promotion/Assignment		
c. Relative Standing Among O-9s		d. Signature and Date
16. Officer Evaluated - "I have seen this report, been apprised of my performance, and understand my right to submit a statement."		
a. I intend to submit a statement	<input type="checkbox"/>	c. Signature and Date
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